



Artisans of the Information Age

AD-A264 789



(1)

April 20, 1993
RJO-93-7091-ILS
W.O. 2280-01

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Department of the Air Force
HQ ESC/ENCB
4027 Colonel Glenn Highway, Suite 200
Dayton, Ohio 45431-1601

DTIC
ELECTED
MAY 21 1993
S A D

Attention: Mr. David E. Turner
Subject: Delivery of Technical Report
Reference: (a) Contract F33657-92-D-2171-RZ01
(b) Subcontract # SB3-92-1-4109

Dear Mr. Turner:

RJO Enterprises, Inc., is pleased to submit the following deliverable in accordance with the delivery requirements of the referenced contract.

<u>CLIN</u>	<u>CDRL</u>	<u>QUANTITY</u>	<u>DESCRIPTION</u>
0002	0004	1	Technical Report

An acknowledgement copy of this letter is provided. Please sign this copy in the space indicated and return it to me at your earliest convenience.

Should you have any questions regarding the technical content of this deliverable, please do not hesitate to contact Mr. John DeLauche at (513) 257-3085. Contractual matters should be directed to Ms. Linda Paxton at (513) 252-8609.

Sincerely,

Frank Maron
for
Charlie Sebastian
Program Manager

CS/bas

This document has been approved
for public release and sale; its
distribution is unlimited.

Enclosures

cc: DTIC (1)
STINFO (1)

101 Woodman Drive
Suite 100
Dayton, OH 45431
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93-11346

AIR FORCE CALS
BUSINESS PRACTICES
TECHNICAL SUMMARY

20 April 1993

Prepared for:
Air Force CALS Program Office
Air Force Material Command Headquarters
Wright-Patterson Air Force Base, Ohio 45433

Under Contract No. F33657-92-D-2171-RZ01

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**Prepared by:
RJO Enterprises, Inc.
101 Woodman Drive, Suite 100
Dayton, Ohio 45431**

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1.0 PURPOSE

The purpose of this report is to document lessons learned as a result of the current budget cycle so that the business process for future budget cycles can be improved at the Air Force CALS Program Office.

2.0 SCOPE

This effort was limited to an analysis of documentation previously prepared for various budget activities/exercises at the Air Force CALS Program Office.

3.0 OBSERVATIONS

Planning, programming, budgeting, and program execution have been extremely complicated this year.

3.1 Planning, Programming, and Budgeting

a. Funding for the Air Force CALS Program Office comes from a variety of sources (DBOF, Congressional Special Interest, etc.), and covers several different appropriations (3400, 3600, 3080). (ATCH 1)

b. The CALS Program Office relied heavily on Congressional Special Interest funding in the past and consequently has very little money programmed in the Air Force POM/BES/Presidents budget creating a substantial outyear disconnect. (ATCH 2)

c. The downscoping of the DOD budget (ATCH 3) has had severe impacts on the SPO's attempt to fix this FY94 and outyear disconnect, even though it was supported by SAF/AQK. (ATCH 4)

d. Numerous reorganizations within the DOD (such as formation of the JLSC) have complicated the understanding of roles and responsibilities in the planning, programming, and budgeting process.

3.2 Program Execution

a. The "color" of money requested in FY93 differed from the "color" of money actually received in the FY93 appropriation.

b. Ambiguous wording in the FY93 Congressional Language (ATCH 5) allowed several interpretations, and led to significant misunderstandings.

c. Election year politics has played a major role in delaying budget decisions because of the failure of the administration to fill key political positions in a timely manner. (Lame duck incumbents do not want to make the "wrong" decisions.)

d. Controversy surrounding interpretation of DMRDs 942 and 918 have greatly impacted FY93 program execution.

e. The reluctance of the OSD comptroller to release FY93 funding in a timely manner has added a heavy burden to the program execution task.

f. Departure (Retirement) of the OSD comptroller prior to release of FY93 funds further complicated execution of DBOF funded efforts.

3.3 Program Options

Numerous options were addressed during the course of the year (ATCH 6) and attempted to highlight the political, programmatic, financial, and contractual issues associated with execution of the FY93 Budget as well as the near term disconnects and need for long term programming.

4.0 RECOMMENDATIONS

The CALS Program Office must become more proactive in the timely resolution of funding issues.

4.1 CALS Programmatic Baseline

A CALS programmatic baseline must be established immediately to include:

- a. Description of on-going and planned efforts
- b. Schedules for these activities
- c. Funding requirements for these activities
- d. Benefits of these activities
- e. Impacts if these efforts are not accomplished
- f. Contractual requirements associated with these activities

4.2 Control Procedures

A disciplined approach to actively control this program baseline must also be implemented and used religiously.

- a. Use the BMB process outlined in ENC Operating Instruction 172-1, dated 18 Feb 93 (Atch 7), and the Task Control Board Charter (Atch 8).

- b. Limit the ability of outside organizations to arbitrarily influence spending of Air Force CALS Program Office dollars.

4.3 Establish MOAs/MOU

Establish MOAs/MOU with JLSC and other funding sources to establish clear roles and responsibilities for planning, programming, and budgeting.

4.4 Internal Program Management Reviews

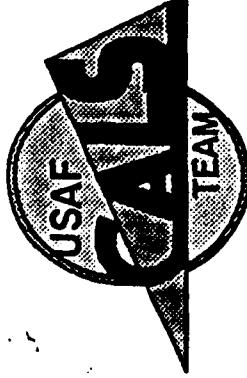
Conduct internal program management reviews on a regularly scheduled basis to increase communications within the program office:

- a. Provide top-down management perspective for all project directors.
- b. Provide bottoms up details of program status for management.

4.5 Be Prepared

- a. Keep a pulse on the "BIG PICTURE" by integrating contractual, financial, and programmatic aspects of the program.(ATCH 9)
- b. Know your program limitations.
- c. Develop canned briefings describing the CALS program.
- d. Document valuable lessons learned and show how they produced savings.
- e. Brainstorm what you would do with various budget cuts and other "WHAT-IF" exercises.
- f. Be consistent.

ATTACHMENT 1



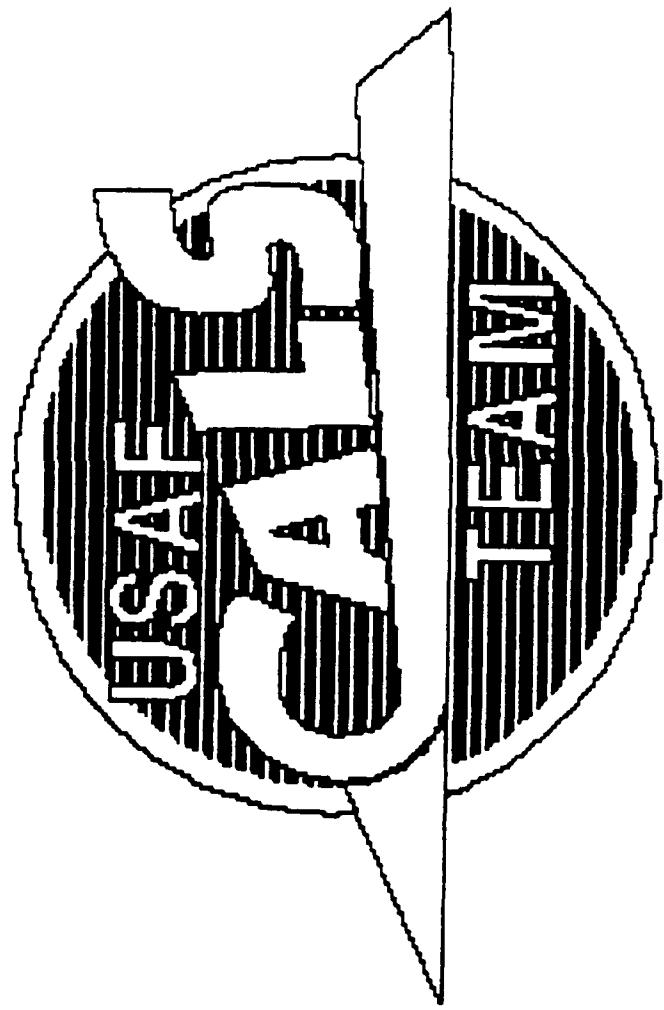
Funding Matrix

"Many Sources, Many Inputs"

(\$Millions)	Spec/ Stds	Test/ Val	Rqt Def (IDS)	Infra Struc	Out Rch	CALS P.O.
Congressional S.I. (78012F)						
• 3400 \$	1.9	2.3	3.5	.153	29.8	1.9
• 3080 \$.5			.180	2.0	.5.9
 JLSC						
• DBOF \$		14.8				
 SAF/AQK (64740F)						
• 3600 \$.343		.216	2.17
 OSD (63736D)				1.2		
• 3600						
 USAF/LGW (78012F)						
• 3600 \$		1.22				
 AFMC/FM (78070F)						
• 3400 \$.49		.500	.390
 AFMC/FM (78065F)						
• DBOF \$						
 AFMC/FM (72898F)						
• 3400 TDY \$						
						.033

ATTACHMENT 2

Air Force
CALS Program Office
Disconnects

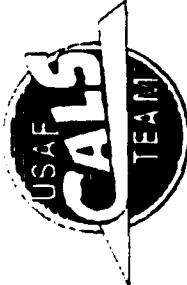




Problem

- No More Congressional Special Interest Funding Beyond FY93
- FY94 and Outyear Requirements Need to be Funded in Air Force Budget to Continue Air Force CALS Program Activities

Implementing CALS for the Air Force and DOD



Chronology of Events

FY91 and FY92 -

Air Force CALS Funded as a Congressional Special Interest Activity Outside the Normal AF POM / BES / PB Cycles--Outside Air Force Total Obligational Authority (TOA)

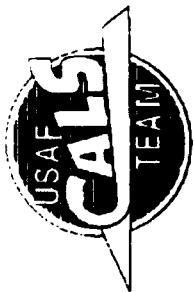
Oct 92 (FY93) -

Same as Above, Except that FY93 Congressional Appropriation Language Specified Future Funding Requirements Must Be Included within the Budget Requests. NOTE: It was too Late to add CALS to the FY94 PB. The FY94 AF Budget had already been Established (POM / BES) and was Entering the FY94 PBD Cycle. Being an Election Year, it was Next to Impossible to Insert the AF CALS Requirements into the FY94 PB at This Time.

Jan 93 -

Post Election Budget Corrections are Now Being Entertained--Air Force CALS Must Attempt to Fix Their Disconnect.

Implementing CALS for the Air Force and DOD



Air Force CALS Funding Requirements (\$M)

		<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
IDS	①	14.8	19.0	22.3	24.5	23.1	15.8	15.8
CSRCs	②	23.0	23.0	23.0	23.0	23.0	23.0	23.0
Contracted Efforts	③	23.0	27.1	25.9	25.6	25.1	24.7	24.3
Other Efforts	④	<u>7.3</u>	<u>3.1</u>	<u>3.1</u>	<u>3.1</u>	<u>3.0</u>	<u>3.0</u>	<u>2.9</u>
Total		68.1	72.2	74.3	76.2	74.2	66.5	66.0

Notes:

- ① Funded by DBOF
- ② Congressional S.I. in FY93 (DBOF According to DMRD 942)
- ③ Congressional S.I. in FY93 (Disconnect in FY94 and Outyear)--Propose Funding with PE64740F
- ④ Funded by Miscellaneous PEs (PE78012F, 64740F, 78070F, 72898F, 60373D)



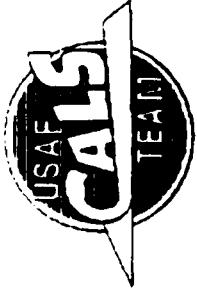
Current Program Disconnects

(Funding Available¹ / Programmed² Versus Required (\$M))

<u>Prog Element</u>	<u>Appropriation</u>	<u>FY93¹</u>	<u>FY94²</u>	<u>FY95²</u>	<u>TOTAL</u>
DBOF		14.800	19.000	22.300	56.100
78012F*	3400	37.000	0.000	0.000	37.000
	3080	9.000	0.000	0.000	9.000
	3600	0.000	0.000	0.000	0.000
78012F	3600	1.283	1.352	1.277	3.912
64740F	3600	3.000	2.560	2.720	8.280
78070F	3400	1.376	1.376	1.376	4.128
78065F	3400	0.373	0.373	0.373	1.119
72898F	3400	0.030	0.030	0.030	0.090
60373D**	3600	<u>1.200</u>	<u>1.200</u>	<u>1.200</u>	<u>3.600</u>
Total Programmed		68.062	25.891	29.276	123.229
Total Required		68.062	72.200	74.300	214.562
Delta (Disconnect)		0.000	- 46.309	- 45.024	- 91.333

* Congressional Special Interest
** Availability is questionable

Implementing CALS for the Air Force and DOD

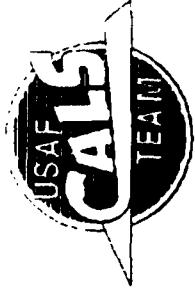


Revised*** Program Disconnects

(Funding Available¹ / Programmed² Versus Required (\$M))

Prog Element	Appropriation	FY93 1	FY94 2	FY95 2	TOTAL
DBOF	14.800	19.000	22.300	56.100	
DBOF***		23.000	23.000	46.000	
78012F*	3400	37.000	0.000	0.000	37.000
	3080	9.000	0.000	0.000	9.000
	3600	0.000	0.000	0.000	0.000
78012F	3600	1.283	1.352	1.277	3.912
64740F	3600	3.000	2.560	2.720	8.280
78070F	3400	1.376	1.376	1.376	4.128
78065F	3400	0.373	0.373	0.373	1.119
72898F	3400	0.030	0.030	0.030	0.090
60373D**	3600	1.200	0.000	0.000	0.000
Total Programmed		68.062	47.691	51.076	166.829
Total Required		68.062	72.200	74.300	214.562
Delta (Disconnect)	0.000	-24.509	-23.224	-47.733	

* Congressional Special Interest Implementing CALS for the Air Force and DOD
** Availability is Questionable Provided to align with DOD



Action Required

- Fix Disconnect Using PE64740F
- Current Funds Programmed in PE64740F for CALS

<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
3.0	2.6	2.7	2.7	2.7	2.7	2.7

- Funding Required in PE64740F for CALS

<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
3.0	27.1	25.9	25.6	25.1	24.7	24.3

- Delta (Sources Need to be Found)

<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
0	-24.5	-23.2	-22.9	-22.4	-22.0	-21.6

ATTACHMENT 3

DoD BUDGET AUTHORITY (Excluding DESERT SHIELD/DESERT STORM Costs)

Constant Dollars
(in billions)

APRIL 1989 PLAN
Average Real Increase = 1.2 % per year

ACTUAL

FY 1991 DOD BUDGET
Average Real Decline = 2 % per year

FY 1992 DOD BUDGET
Average Real Decline = 3 % per year

Real Decline from
FY 1992 Enacted to FY 1993 = 7 %

Cumulative Real Decline:

1985 - 1993 = 29 %
1985 - 1997 = 37 %

FY 85 FY 86 FY 87 FY 88 FY 89 FY 90 FY 91 FY 92 FY 93 FY 94 FY 95 FY 96 FY 97

DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

KS



OFFICE OF THE ASSISTANT SECRETARY

15 JAN 1993

SAF/AQK
Pentagon, Rm 4E128
Washington, D.C. 20330-1000

MEMORANDUM FOR SAF/AQX

SUBJECT: Preparation of the Clinton Budget
- INFORMATION MEMORANDUM

In accordance with the 6 Jan 93, SAF/AQ memo (same subject), I am submitting the attached talking paper that identifies those things that need to be fixed within the Computer Resources Technology Transition (CRTT) program element, PE 64740F.

Reflected in this proposed fix is the Computer aided Acquisition Logistics System (CALS) initiative which is a Congressional interest initiative. I am proposing to include CALS within the CRTT PE.

We need to fix this PE because 1) Congress has appropriated additional funds during previous years over and above the President's Budget (PB) which have resulted in critical programs to the AF, and 2) Cut drills/reprogrammings have severely limited the ability to transfer those technologies that the AF has already developed and are needed by the user. The following is a funding profile that shows the adds that were made to CRTT and CALS as a result of Congressional interest:

	<u>FY91</u>	<u>FY92</u>	<u>FY93</u>
CRTT PB (\$M)	12.6	8.4	8.9
CRTT Congr. Adds	2.0	9.0	12.5
CALS Congr. Adds	20.0	22.0	23.0
 Total (\$M)	 34.6	 39.4	 44.4

These adds have resulted in major initiatives, particularly, in developing, testing, and implementing the Central Archive for Reusable Defense Software (CARDS) program as well as CALS specifications, standards, and infrastructure for the purpose of improving how we acquire, create, manage, change, and store data. Continued investment is necessary to support the infrastructure that

is necessary to begin transitioning these technologies that have been developed with the Congressional seed money.

AF funding must now be found to sustain these efforts as well as replace funding from previous cut drills. The following is a summary of required funding to meet both Congressional intent and AF needs:

	FY94	FY95	FY96	FY97	FY98	FY99
CRTT PB (\$M)	7.4	7.0	7.1	7.1	7.3	7.6
CRTT needed adds (\$M)	43.1	44.3	43.9	43.4	42.8	42.2
Total PE (\$M)	50.5	51.3	51.0	50.5	50.1	49.8

If you have any questions, please call my action officer, Capt Mike McPherson, x73108.



LLOYD K. MOEMANN,
Deputy Assistant Secretary
(Communications, Computers &
Logistics)

Atch
Talking Paper

**Talking Paper
on
Fixing CRTT**

Background: Computer Resource Management Technology (CRMT) (name changed to Computer Resource Technology Transition (CRTT)) is sole 6.4 AF program element that will improve software acquisition for both major weapon systems and AF information/management systems. The goal is to develop and apply engineering principles into the acquisition process that will allow us to engineer software rather than develop "software as art". For being one of the most (and possibly the number one) critical problem in our weapon system acquisitions today, software is allocated a ridiculously low R&D dollar amount (of a total R&D budget, software accounts for only 2 percent).

Discussion: Five projects currently reside within CRTT, four of which need to be fixed. The following projects require fixing:

a. Project 2522, Advanced Computer Technology Transition. This project implements the AF technology transition strategy that focuses on gathering software requirements from users, provides information to users on existing and near term technology, and provides technical insertion proposals to users. This project inserts current/planned technology for operational use by AF organizations which includes Pro-SLCSE (a software engineering environment to be used in supporting all AF weapon systems that have software), Ada9X (a major improvement to the Ada language), and ABET (a test language AF is anxiously awaiting that provides standardization desperately needed in the automatic test equipment arena).

Problem: The AF needs a technology insertion/transition infrastructure and clear, unambiguous responsibility, authority, and funding with appropriate management support. This requires funding that has been previously cut as the result of cut drills/reprogramming actions.

Needed Fix: The following funding line (3600 Appn in \$M) must be added to the budget request:

<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
1.6	1.7	1.7	1.7	1.7	1.6

b. Project 2523, Architectural Implementation. This project defines, builds, and demonstrates generic command center architecture that was identified as critical in the recent "C4 Summit" the CSAF held in September 1992. This project also incorporates multilevel computer security (MLS) solutions some of which just recently were transitioned to STRATCOM, AMC, and CENTCOM.

Problem: As highlighted in the recent Gulf War, the AF needs a generic, flexible, and highly secure command and control architecture that allows for continual upgrades, high interoperability, and rapid changes to information. This requires funding that has been previously cut as the result of cut drills/ reprogramming actions.

Needed Fix: The following funding line (3600 Appn in \$M) must be added to the budget request:

<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
3.5	5.4	4.8	4.3	3.6	3.0

c. Project 2524, Reuse and Reusable Component Support. This project transitions the technology and process inherent in operating and maintaining a central repository of software, software algorithms, and reusable technology. Reusing software that the DoD has already purchased will provide a manufacture-like approach to developing software.

Problem: The House (HAC) appropriated, but did not authorize, \$2M in FY91 and \$9M in FY92 and FY93 to establish and implement a central archive for reusable software within the Department of Defense. Funding is needed to bring the command and control software domain into full operational capability and to bring other software domains on-line in succeeding years (approximately one per year).

Needed Fix: The following funding line (3600 Appn in \$M) must be added to the budget request:

<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
13.5	14.0	14.5	15.0	15.5	16.0

d. Project 3315, Digital Information Technology Transition (previously called Computer-aided Acquisition and Logistics Support (CALS) initiative). This project implements an integrated capability for government and industry to create, accept, retrieve, and store digital technical data throughout the AF in accordance with DODI 5000.2, "Defense Acquisition Management Policies and Procedures", part 6, section N -- "CALS".

Problem: In the past, Air Force requirements have been funded through Congressional Special Interest legislation which negated the need to program and budget for these activities. Although Congress still supports the CALS initiative, they have indicated in the FY 93 Appropriations Conference Report language that they expect our requirements to be included in our budget requests. However, the budget window for FY 94 had closed. FY 94 and outyear requirements need to be funded in AF budget to continue AF CALS program activities.

Needed Fix: The following funding line (3600 Appn in \$M) must be added to the budget request:

<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
24.5	23.2	22.9	22.4	22.0	21.6

Recommendation: The following is the current PB (3600 Appn in \$M) for CRTT:

<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
7.4	7.0	7.1	7.1	7.3	7.6

The following total funding line (3600 Appn in \$M) must be added to the budget request:

<u>FY94</u>	<u>FY95</u>	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
43.1	44.3	43.9	43.4	42.8	42.2

ATTACHMENT 4

ATTACHMENT 5

TRANSCRIPT OF FY 93
CONGRESSIONAL LANGUAGE
FROM APPROPRIATIONS BILL H11533

Computer-aided Acquisition and Logistics System (CALS)

The Conferees direct that the Assistant Secretary of Defense (Production and Logistics) shall exercise management control over the various CALS programs through the Joint Logistics Systems Center. Technical corrections to the Senate report are included in the following list of CALS programs. Including an increase of \$8,100,000 in the Army Flexible Computer Integrated Manufacturing (FCIM) program at the Letterkenny Army Depot:

COMPUTER-AIDED ACQUISITION & LOGISTICS
SYSTEM (CALS)--FISCAL YEAR 1993

Functional area and program	Service	Amount
<hr/>		
Tech Manuals:		
JCALCS.....	Army.....	\$85,900,000
ACAPS.....	Army.....	400,000
EOPDS.....	Army.....	190,000
EPMS.....	Army.....	110,000
ETPS.....	MARCORPS.....	3,000,000
NUBS-NPFC.....	Navy.....	900,000
ATOS.....	Air Force.....	3,840,000
Subtotal, Tech Manuals.....		(94,340,000)
Database management:		
IMIS.....	Air Force.....	6,600,000
IDS.....	Air Force.....	14,800,000
ITDS.....	Air Force.....	20,000,000
Subtotal, database management.....		(41,400,000)
Flexible computer integrated manufacturing (FCIM):		
JFCIM.....	Navy.....	7,800,000
RAMP.....	Navy.....	/ 31,800,000
AFCIM.....	Army.....	39,100,000
DMANTI.....	Air Force.....	3,000,000
SPARES.....	Air Force.....	2,350,000
Subtotal, FCIM.....		(84,050,000)
Engineering data management:		
EDMICS.....	Navy.....	21,400,000
TD/CMS.....	Army.....	2,500,000
ADACS.....	Army.....	2,000,000
CAD II.....	Navy.....	5,000,000
DRWG PROG.....	Navy.....	14,000,000
NEDALS.....	Navy.....	500,000
EDCARs.....	Air Force.....	3,600,000
DLA EDMICS.....	DLA.....	3,900,000
MPCASS.....	DLA.....	2,700,000
Subtotal, engineering data management.....		(61,600,000)
Printing:		
AFIPS.....	Air Force.....	5,400,000
ADMAPS.....	Navy.....	8,300,000

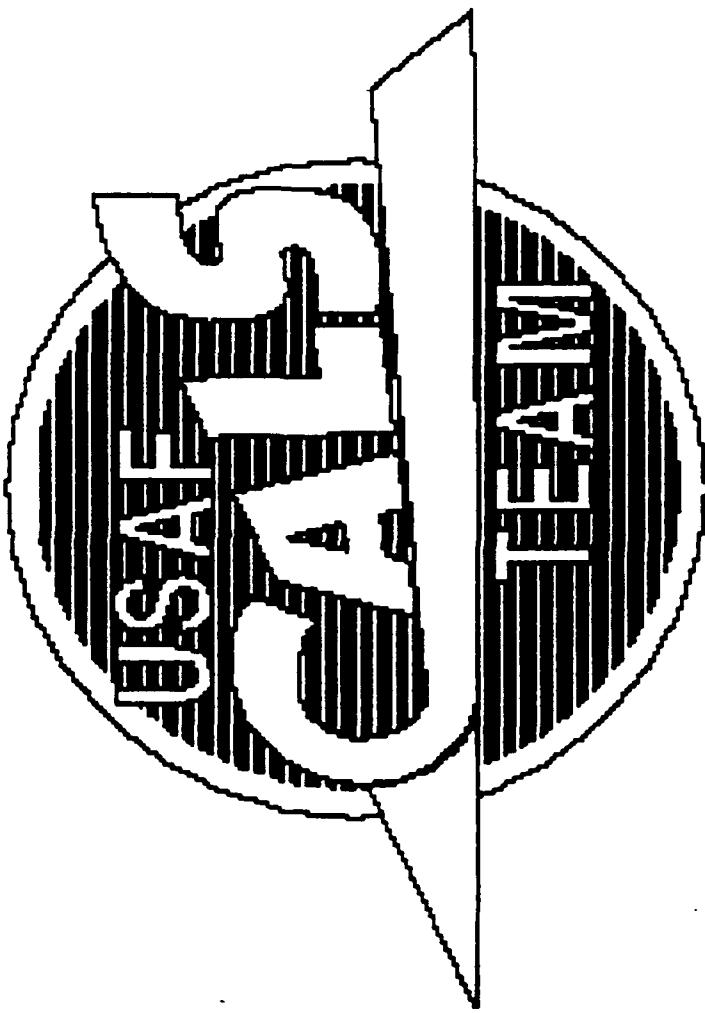
EDPODS I.....	Navy.....	2,000,000
EDPODS II.....	Navy.....	3,000,000
EDPODS III.....	Navy.....	5,000,000
NPODS.....	Navy.....	1,700,000
TMPODS.....	Navy.....	15,000,000
Subtotal, printing.....		(40,400,000)
CALS shared resource center nodes:		
AFCALS.....	Air Force.....	46,000,000
Grand total CALS.....		367,790,000

The Conferencees recommend providing \$37,000,000 to operation and maintenance, Air Force, and \$9,000,000 to other procurement, Air Force to provide for continued operations of CALS Shared Resource Center (CSRC) nodes in Johnstown, Pennsylvania and Palestine, Texas, as well as for the establishments of additional CSRC nodes located in Orange, Texas; San Antonio, Texas; Dayton, Ohio; Cleveland, Ohio; and Fairfax, Virginia. These adjustments are made with the direction that this program falls under the management auspices of the Assistant Secretary of Defense (P&L) as do other CALS programs detailed above. No additional CSRC nodes, other than those identified, may be established in fiscal year 1993. Further, no CSRC nodes will be established in the future unless full funding for the established nodes and the nodes proposed for establishment is included within the budget requests.

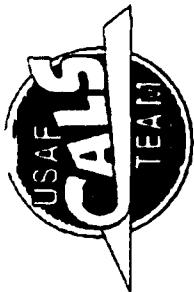
ATTACHMENT 6

AIR FORCE

CALS PROGRAM OFFICE
PLANNING OPTIONS



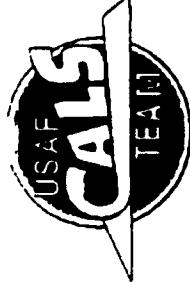
Implementing CALS for the Air Force and DOD



Problems

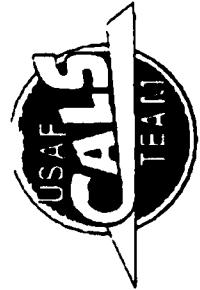
- FY93 appropriation language is being interpreted differently by House and Senate, as well as, key CALS organizations
 - Need interpretations allowing for operation of CALS Program Office and initiatives as well as CSRCs
- No more congressional special interest funding beyond FY93
 - FY94 and outyear requirements still need to be satisfied to continue Air Force CALS program activities

Implementing CALS for the Air Force and DOD



Funding Categories for FY93

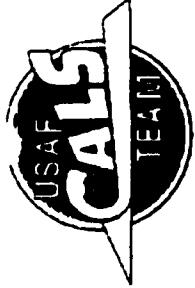
- Efforts funded with Congressional Special Interest Funds (\$46M in FY93)
 - CSRC contracted efforts
 - CALS Program Office contracted efforts
- Efforts funded with other valid PEs (\$ 7.3M in FY93)
 - CDSO, etc.
- Efforts funded with DBOF thru JLSC (\$14.8M in FY93)
 - IDS
- Efforts providing their own money to use AF CALS Program Office contracts (\$3.4M in FY93)



Current Funding (Available¹ / Programmed² (\$M))

<u>Prog Element</u>	<u>Appropriation</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
DBOF (JLSC) -----	14.800	19.000	22.300		56.100
78012F *	3400	37.000	0.000	0.000	37.000
	3080	9.000	0.000	0.000	9.000
	3600	0.000	0.000	0.000	0.000
78012F AF	3600	1.283	1.352	1.277	3.912
64740F SAF	3600	3.000	2.560	2.720	8.280
78070F AFMC	3400	1.376	1.376	1.376	4.128
78065F COD	3400	0.373	0.373	0.373	1.119
72898F AFMC	3400	0.030	0.030	0.030	0.090
60373D** OSD	3600	1.200	1.200	1.200	3.600
Total Programmed		68.062	25.891	29.276	123.229

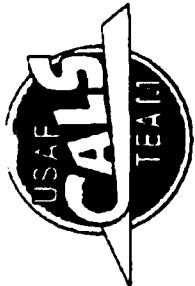
- * Congressional Special Interest
- ** Availability is questionable



Actions Required

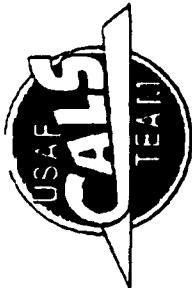
- Define FY93 spend plan in detail
- Address FY94 and FY95 disconnects immediately
- Program outyear funds in FY96 POM

Implementing CALS for the Air Force and DOD



Options

<u>OPTION</u>	<u>DESCRIPTION</u>
A	Restructure program assuming no FY94 funds will be available, except for those already programmed
B	Continue with existing program and assume FY94 disconnect will be fixed



Comparison of Options

OPTION

- | | |
|----------------|--------------------------------------------------------------------------------------------------|
| C | Current program |
| B | Same as "C" but with CSRC efforts extended to lineup all FY93 contract awards in Aug |
| B ¹ | Same as "B" but with three new start CSRCs moved from FY94 to FY95 |
| A | Same as "B" but with CSRC and contracted efforts extended through end of FY94 using FY93 funding |
| A ¹ | Same as "A" but with deletion of \$ 10.1M "other" contracted efforts in FY94 |



Summary

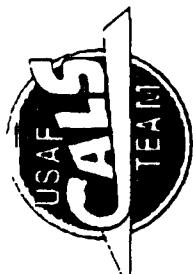
	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
Programmed Funds	68.1 (46.0)	25.9	29.3	123.3
Option C (Current Program)				
CSRCs	(21.0)	25.5	20.0	66.5
Contracts	(25.0)	24.6	24.6	74.2
Other PEs	7.3	6.9	7.0	21.2
IDS	<u>14.8</u>	<u>19.0</u>	<u>22.3</u>	<u>56.1</u>
Total	68.1	76.0	73.9	218.0
Disconnect	0.0	- 50.1	- 44.6	- 94.7



Summary

	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
Programmed Funds	68.1 (46.0)	25.9	29.3	123.3
Option B				
CSRCs	(21.0)	24.5	20.0	65.5
Contracts	(25.0)	24.5	24.5	74.0
Other PEs	7.3	6.9	7.0	21.2
IDS	<u>14.8</u>	<u>19.0</u>	<u>22.3</u>	<u>56.1</u>
Total	<u>68.1</u>	<u>74.9</u>	<u>73.8</u>	<u>216.8</u>
Disconnect	0.0	- 49.0	- 44.5	- 93.5
Option B 1				
CSRCs	(21.0)	15.5	23.0	59.5
Contracts	(25.0)	24.5	24.5	74.0
Other PEs	7.3	6.9	7.0	21.2
IDS	<u>14.8</u>	<u>19.0</u>	<u>22.3</u>	<u>56.1</u>
Total	<u>68.1</u>	<u>65.9</u>	<u>76.8</u>	<u>210.8</u>
Disconnect	0.0	- 40.0	- 47.5	- 87.5
Option A				
CSRCs	(21.0)	0.0	24.5	45.5
Contracts	(25.0)	10.1	24.5	59.6
Other PEs	7.3	6.9	7.0	21.2
IDS	<u>14.8</u>	<u>19.0</u>	<u>22.3</u>	<u>56.1</u>
Total	<u>68.1</u>	<u>36.0</u>	<u>78.3</u>	<u>182.4</u>
Disconnect	0.0	- 10.1	- 49.0	- 59.1
Option A 1				
CSRCs	(21.0)	0.0	24.5	45.5
Contracts	(25.0)	0.0	24.5	49.5
Other PEs	7.3	6.9	7.0	21.2
IDS	<u>14.8</u>	<u>19.0</u>	<u>22.3</u>	<u>56.1</u>
Total	<u>68.1</u>	<u>25.9</u>	<u>78.3</u>	<u>172.3</u>
Disconnect	0.0	0.0	- 49.0	- 49.0

** () = Congressional Special Interest



Option C

Current program

Implementing CALS for the Air Force and DOD

Congressional Special Interest Task	CY93												CY94												CY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
CSRCs																																											
Johnstown, PA	FY93 = 4.5																																										
Palestine, TX	FY93 = 2.0																																										
Orange, TX	FY93 = 2.9																																										
FairFax, VA	FY93 = 2.9																																										
San Antonio, TX	FY93 = 2.9																																										
Dayton, OH	FY93 = 2.9																																										
Cleveland, OH	FY93 = 2.9																																										
Sub Total	FY93 = 21.0																																										
New Start (Deep South)																																											
New Start (West Coast)																																											
New Start (North West)																																											
Sub Total	FY93 = 0.0																																										
CSRC Total	FY93 = (21.0)																																										
	FY94 = 9.0																																										
	FY94 = 25.5																																										

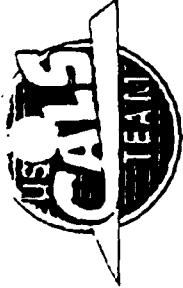
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OPTION C

12/18/92

Congressional Special Interest Task	CY93												CY94												CY95												
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	
CONTRACTED EFFORTS	(Congressional Special Interest Funds)												(Assume Continuing Level of Effort) in CY94 (No Inflation)												FY95												
ENC/ TECH SUPT (RJO)	FY93 = (3.4)												3.4 (FY93)													FY94 = 3.4											
TMSS (RJO)	FY93 = (1.1)												1.1 (FY93)													FY94 = 1.3											
CALS STRATEGY (RJO)	FY93 = (0.5)												0.5 (FY93)													FY94 = 0.5											
CSRC DEV'T (INET/LOGTEC)	FY93 = (1.5)												1.5 (FY93)													FY94 = 1.5											
CTN SUPT (INET)	FY93 = (0.4)												0.4 (FY93)													FY94 = 0.5											
PGM SUPT (LOGTEC - sub to INET)	FY93 = (0.6)												0.6 (FY93)													FY94 = 0.6											
AFTB SUPT (CENTECII)	FY93 = (0.7)												0.7 (FY93)													FY94 = 0.7											
AFTB SUPT (SAIC)	FY93 = (0.5)												0.5 (FY93)													FY94 = 0.5											
I.I.N.I.	FY93 = (1.0)												1.0 (FY93)													FY94 = 1.0											
START-UP PROJECTS	FY93 = (3.0)												FY93 = 3.0													FY94 = 3.0											
ADMIN (ITC)	FY93 = (0.3)												FY93 = 0.3													FY94 = 0.3											
SIGNAL HILL LEASE (IMS)	FY93 = (0.4)												0.4													FY94 = 0.4											
TDY	FY93 = (0.5)												FY93 = 0.5													FY94 = 0.5											
PGM OFC O&M	FY93 = (0.4)												FY93 = 0.4													FY94 = 0.4											
OTHER	FY93 = (10.0)												FY93 = 10.0													FY94 = 10.0											
CONTRACT TOTAL	FY93 = (25.0)												FY93 = 25.0													FY94 = 24.0											
GRAND TOTAL	FY93 = (46.0)												FY93 = 46.0													FY94 = 44.0											

OPTION C



Other

Item	FY93	FY94	FY95
Army Test Bed	(1.0)	1.0	1.0
Navy Test Bed	(1.0)	1.0	1.0
DOD IWSDB	(3.0)	3.0	3.0
VHDL	(1.5)	1.5	1.5
SE / CM Training	(0.2)	0.2	0.2
DMMF	(0.1)	0.1	0.1
JCALs Migration	(2.0)	2.0	2.0
EDI / CALS (DLA)	(0.7)	0.7	0.7
JEDMICS FRD	(0.6)	<u>0.6</u>	<u>0.6</u>
TOTAL	=	(10.1)	10.1
			10.1

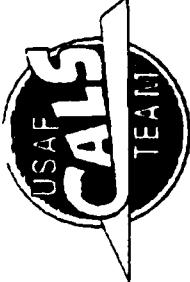
Implementing CALS for the Air Force and DOD

JLSC/DBOOF TASK		CY93												CY94												CY95																				
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S									
[IDS]	Contract Services																																													
	Support	FY93 = 2.0																																												
	Technology	FY93 = 0.7																																												
	Methodology																																													
	Requirements																																													
	Training																																													
	Hardware																																													
	ALF	FY93 = 1.5																																												
	JCALS	FY93 = 0.5																																												
	Software																																													
	ALF	FY93 = 0.5																																												
	JCALS	FY93 = 0.3																																												
IDS TOTAL		FY93 = 14.8																																												
		FY94 = 10.0 ()																																												
		FY95 = 21.3																																												

Other Task	FY93												FY94												FY95											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S												
CDSO (Maxima)*																																				
IDS																																				
Aperture Cards																																				
AFTB (Sp Proj & Equip)																																				
Paperless Acquisition																																				
Contract Carry Over																																				
CSRC Carry Over																																				
Other																																				
TOTAL																																				

* NOTE: May use FY93 dollars for other FY93 reqmts (i.e., TMSS, EDSS, CSRCs, etc) since FY92 funds covered CDSO efforts in FY93 plus a couple days in FY92. OPTION C

FUNDING PROVIDED WITH TASK	CY93												CY94												CY95											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Picatinny (Army)	FY93	=	0.254										FY94	=	0.254										FY95	=	0.254									
Tobihanna (Army)	FY93	=	0.125										FY94	=	0.125										FY95	=	0.125									
JCAIS Sup't (Army)	FY93	=	0.02										FY94	=	0.02										FY95	=	0.02									
CAD II (Navy)	FY93	=	0.02										FY94	=	0.02										FY95	=	0.02									
BCT (DMAMTI) (DBOR)	FY93	=	3.0										FY94	=	3.0										FY95	=	3.0									
TOTAL	FY93	=	3.419										FY94	=	3.419										FY95	=	3.419									



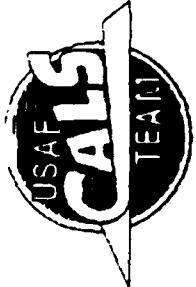
Option C Program Disconnects

(Funding Available¹ / Programmed² Versus Required (\$M))

<u>Prog Element</u>	<u>Appropriation</u>	<u>FY93¹</u>	<u>FY94²</u>	<u>FY95²</u>	<u>TOTAL</u>
DBOF	14.800	19.000	22.300	56.100	
78012F*	3400	37.000	0.000	0.000	37.000
	3080	9.000	0.000	0.000	9.000
	3600	0.000	0.000	0.000	0.000
78012F	3600	1.283	1.352	1.277	3.912
64740F	3600	3.000	2.560	2.720	8.280
78070F	3400	1.376	1.376	1.376	4.128
78065F	3400	0.373	0.373	0.373	1.119
72898F	3400	0.030	0.030	0.030	0.090
60373D**	3600	<u>1.200</u>	<u>1.200</u>	<u>1.200</u>	<u>3.600</u>
Total Programmed		68.062	25.891	29.276	123.229
Total Required		68.062	76.000	73.900	217.962
Delta (Disconnect)		0.000	- 50.109	- 44.624	- 94.733

* Congressional Special Interest
** Availability is questionable

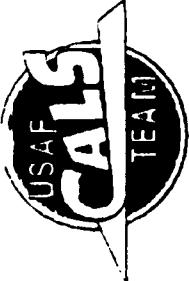
Implementing CALS for the Air Force and DOD



Potential Solution (Option B)

- Obtain satisfactory interpretation of FY93 appropriation language
- Extend FY93 contractual efforts through July of FY94 (using \$9.8M of FY93 funds)
- Fix disconnect in FY94
- Ensure currently programmed FY94 funds do not get reduced or deleted
- Obtain additional funds in FY94 thru local reprogramming in each existing PE
- Obtain additional funds in FY94 from JLSC (DBOF)
- Check on possibility of receiving Congressional Special Interest Funds in FY94
- Submit FY95 program "disconnect"
- Define outyear requirements and submit in FY96 POM

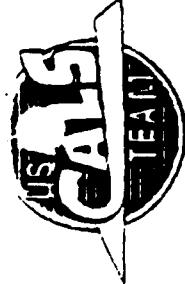
Implementing CALS for the Air Force and DOD



Assumptions (Option B)

- FY94 disconnect can be fixed
 - Maybe by local reprogramming within existing program elements
 - Maybe by JLSC (DBOF)
 - Maybe by Congress (one more year of Congressional Special Interest Elements)
- FY95 and outyear requirements can be programmed in FY95 A-BES as a "disconnect" resulting from FY93 Congressional Appropriation Language
- FY95 program will not be considered a "new start", and some funds will be available to continue contracts even during continuing resolutions
- Contracts can be written with priced options to cover several fiscal years

Congressional Special Interest Task	CY93												CY94												CY95														
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S			
CONTRACTED EFFORTS																																							
ENC/ TECH SUPT (RJO)	FY93 = 4.4 (4.0)																																						
TMSS (RJO)	FY93 = (1.9)																																						
CAIS STRATEGY (RJO)	FY93 = (0.5)																																						
CSRC DEV'T (INET/ LOGTEC)	FY93 = (1.5)																																						
CTN SUPT (INET)	FY93 = (0.5)																																						
PGM SUPT (LOGTEC - sub to INET)	FY93 = (0.6)																																						
AFTB SUPT (CENTECII)	FY93 = 0.8 (0.6)																																						
AFTB SUPT (SAIC)	FY93 = 0.4 (0.4)																																						
LLNL	FY93 = 1.0																																						
START-UP PROJECTS	FY93 = 3.0																																						
ADMIN (ITC)	FY93 = (0.3)																																						
SIGNAL HILL LEASE (IMS)	FY93 = (0.8)	0.4																																					
TDY	FY93 = (0.4)																																						
PGM OFC O&M	FY93 = (0.4)																																						
OTHER	FY93 = (10.1)																																						
CONTRACT TOTAL	FY93 = 27.0 (25.0)																																						
GRAND TOTAL	FY93 = 49.6 (46.0)																																						



Other

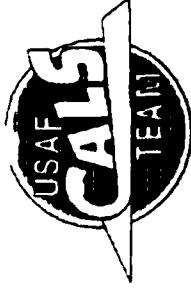
Item	FY93	FY94	FY95
Army Test Bed	(1.0)	1.0	1.0
Navy Test Bed	(1.0)	1.0	1.0
DOD IWSDB	(3.0)	3.0	3.0
VHDL	(1.5)	1.5	1.5
SE / CM Training	(0.2)	0.2	0.2
DMMF	(0.1)	0.1	0.1
JCAL S Migration	(2.0)	2.0	2.0
EDI / CALS (DLA)	(0.7)	0.7	0.7
JEDMICS FRD	(0.6)	0.6	0.6
TOTAL =	(10.1)	10.1	10.1

Implementing CALS for the Air Force and DOD

* NOTE: May use FY93 dollars for other FY93 reqmts (i.e., TMSS, EDSS, CSRCs, etc) since FY92 funds covered CDSO efforts in FY93 plus a couple days in FY92. OPTION B

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FUNDING PROVIDED WITH TASK	CY93												CY94												CY95																			
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	O	N	D	J	F	M	A	M	J	J	A	S									
Picatinny (Army)	FY93	=	0.251																																									
Tobihanna (Army)	FY93	=	0.125																																									
ICALS Supt (Army)	FY93	=	0.02																																									
CAD II (Navy)	FY93	=	0.12																																									
BCT (DMMATI) (DBOOF)	FY93	=	3.0																																									
TOTAL	FY93	=	3.419																																									



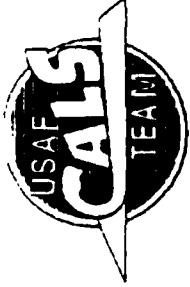
Option B Program Disconnects

(Funding Available¹ / Programmed² Versus Required (\$M))

<u>Prog Element</u>	<u>Appropriation</u>	<u>FY93¹</u>	<u>FY94²</u>	<u>FY95²</u>	<u>TOTAL</u>
DBOF	14.800	19.000	22.300	56.100	
78012F*	3400	37.000	0.000	0.000	37.000
	3080	9.000	0.000	0.000	9.000
	3600	0.000	0.000	0.000	0.000
78012F	3600	1.283	1.352	1.277	3.912
64740F	3600	3.000	2.560	2.720	8.280
78070F	3400	1.376	1.376	1.376	4.128
78065F	3400	0.373	0.373	0.373	1.119
72898F	3400	0.030	0.030	0.030	0.090
60373D**	3600	<u>1.200</u>	<u>1.200</u>	<u>1.200</u>	<u>3.600</u>
Total Programmed		68.062	25.891	29.276	123.229
Total Required		68.062	74.900	73.800	216.762
Delta (Disconnect)		0.000	- 49.009	- 44.524	- 93.533

* Congressional Special Interest
** Availability is questionable

Implementing CALS for the Air Force and DOD



Option B¹

Variation of Option B that delays
three CSRC new starts from FY94
to FY95

Implementing CALS for the Air Force and DOD

Congressional Special Interest Task	FY93												FY94												FY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
CSRCs																																											
Johnstown, PA	FY93 = 6.0																																										
Palestine, TX	FY93 = 2.1																																										
Orange, TX	FY93 = 2.9																																										
FairFax, VA	FY93 = 2.9																																										
San Antonio, TX	FY93 = 2.9																																										
Dayton, OH	FY93 = 2.9																																										
Cleveland, OH	FY93 = 2.9																																										
Sub Total	FY93 = 226																																										
New Start (Deep South)																																											
New Start (West Coast)																																											
New Start (North West)																																											
Sub Total	FY93 = 0.0																																										
CSRC Total	FY93 = 226 (21.0)																																										

Congressional Special Interest Task	FY93												FY94												FY95											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S												
CONTRACTED EFFORTS																																				
ENC/ TECH SUPT (RJO)	FY93 = 4.4 (3.0)																																			
TMSS (RJO)	FY93 = (1.9)																																			
CALS STRATEGY (RJO)	FY93 = (0.5)																																			
CSRC DEV'T (INET) / LOGTEC	FY93 = (1.5)																																			
CTN SUPT (INET)	FY93 = (0.5)																																			
PGM SUPT (LOGTEC - sub to INET)	FY93 = (0.6)																																			
AFTB SUPT (CENTECH)	FY93 = 0.8 (0.6)																																			
AFTB SUPT (SAIC)	FY93 = 0.8 (0.4)																																			
I.I.N.L.	FY93 = 1.0																																			
START-UP PROJECTS	FY93 = 3.0																																			
ADMIN (ITC)	FY93 = (0.1)																																			
SIGNAL HILL LEASE (IMS)	FY93 = (0.8)	0.4																																		
TDY	FY93 = (0.4)																																			
PGM OFC O&M	FY93 = (0.4)																																			
OTHER	FY93 = (10.1)																																			
CONTRACT TOTAL	FY93 = 27.0 (25.1)																																			
GRAND TOTAL	FY93 = 49.9 (46.1)																																			



Other

<u>Item</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
Army Test Bed	(1.0)	1.0	1.0
Navy Test Bed	(1.0)	1.0	1.0
DOD IWSDB	(3.0)	3.0	3.0
VHDL	(1.5)	1.5	1.5
SE / CM Training	(0.2)	0.2	0.2
DMMIF	(0.1)	0.1	0.1
JCALS Migration	(2.0)	2.0	2.0
EDI / CALS (DLA)	(0.7)	0.7	0.7
JEDMICS FRD	(0.6)	0.6	0.6
TOTAL =	(10.1)	10.1	10.1

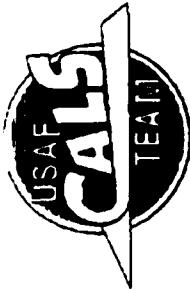
Implementing CALS for the Air Force and DOD

Other Task	CY93												CY94												CY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
CDSO (Maxima)*																																											
IDS																																											
Aperture Cards																																											
AFTB (Sp Proj & Equip)																																											
Paperless Acquisition																																											
Contract Carry Over																																											
CSRC Carry Over																																											
Other																																											
TOTAL																																											

* NOTE: May use FY93 dollars for other FY93 reqmts (i.e., TMSS, EDSS, CSRCs, etc) since FY92 funds covered CDSO efforts in FY93 plus a couple days in FY92.

OPTION B and B1

FUNDING PROVIDED WITH TASK	CY93												CY94												CY95														
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S			
Picatinny (Army)	FY93	=	0.254										FY94	=	0.125											FY95	=	0.119											
Iobyhanna (Army)	FY93	=	0.125										FY94	=	0.02											FY95	=	0.02											
ICAI.S Supt (Army)	FY93	=	0.02										FY94	=	0.02											FY95	=	0.02											
CAD II (Navy)	FY93	=	3.0										FY94	=	3.0											FY95	=	3.419											
BCT. (DAMMT) (DBOIF)																																							
TOTAL																																							



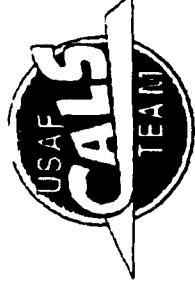
Option B¹ Program Disconnects

(Funding Available¹ / Programmed² Versus Required (\$M))

<u>Prog Element</u>	<u>Appropriation</u>	<u>FY93¹</u>	<u>FY94²</u>	<u>FY95²</u>	<u>TOTAL</u>
DBOF	14.800	19.000	22.300	56.100	
78012F*	3400	37.000	0.000	0.000	37.000
3080	3080	9.000	0.000	0.000	9.000
3600	3600	0.000	0.000	0.000	0.000
78012F	3600	1.283	1.352	1.277	3.912
64740F	3600	3.000	2.560	2.720	8.280
78070F	3400	1.376	1.376	1.376	4.128
78065F	3400	0.373	0.373	0.373	1.119
72898F	3400	0.030	0.030	0.030	0.090
60373D**	3600	<u>1.200</u>	<u>1.200</u>	<u>1.200</u>	<u>3.600</u>
Total Programmed		68.062	25.891	29.276	123.229
Total Required		68.062	65.900	76.800	210.800
Delta (Disconnect)		0.000	- 40.009	- 47.524	- 87.533

* Congressional Special Interest
** Availability is questionable

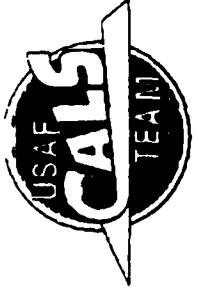
Implementing CALS for the Air Force and DOD



Potential Solution (Option A)

- Obtain satisfactory interpretation of FY93 appropriation language
 - Extend FY93 contractual efforts through end of FY94 (using \$9.8M of FY93 funds)
- Ensure currently programmed FY94 funds do not get reduced or deleted
 - Check on possibilities of FY94 local reprogramming in each PE
- Submit FY95 program "disconnect"
 - Delay planned FY94 CSRC new starts until FY95
 - Delay planned FY94 start-up projects until FY95
 - Accelerate FY95 contractual actions to kick in immediately in FY95
- Define outyear requirements and submit in FY96 POM

Implementing CALS for the Air Force and DOD



Assumptions (Option A)

- Impossible to change Air Force FY94 budget (FY94 = \$ 0.0M)
- BP 3400 funds obligated in FY93 can be expended through entire FY94 (period of performance can be greater than 12 months but less than 24 months)
- FY95 and outyear requirements can be programmed in FY95 A-BES as a "disconnect" resulting from FY93 Congressional Appropriation Language
- FY95 program will not be considered a "new start", and some funds will be available to continue contracts even during continuing resolutions
- Contracts can be written with priced options to cover several fiscal years--then as new FY funds become available, the priced options can be exercised. Significant reduction in contractual Lead times can be realized.

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OPTION A and A'

Congressional Special Interest Task	FY93												FY94												CY95													
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S														
CONTRACTED EFFORTS																																						
ENC/ TECHI SUPT (RJO)	FY93 = 50 (0.0)												FY93 = 50																									
TMSS (RJO)	FY93 = 20 (0.9)												FY93 = 20																									
CALS STRATEGY (RJO)	FY93 = (0.5)												FY93 = 0.5																									
CSRC DEV'T (INET/ LOGTEC)	FY93 = 17 (1.1)												FY93 = 1.7																									
CTN SUPT (INET)	FY93 = (0.5)												FY93 = 0.5																									
PGM SUPT (LOGTEC - sub to INET)	FY93 = 0.7 (0.6)												FY93 = 0.7																									
AFTB SUPT (CENTECH)	FY93 = 0.9 (0.6)												FY93 = 0.9																									
AFTB SUPT (SAIC)	FY93 = 0.9 (0.4)												FY93 = 0.9																									
I.I.NL	FY93 = (1.0)												FY93 = 1.0																									
START-UP PROJECTS	FY93 = (3.0)												FY93 = 3.0																									
ADMIN (ITC)	FY93 = (0.1)																																					
SIGNAL HILL LEASE (IMS)	FY93 = (0.8)	0.4											0.4																									
TDY	FY93 = (0.4)																																					
PGM OFC O&M	FY93 = (0.4)																																					
OTHER	FY93 = (1.0)																																					
CONTRACT TOTAL	FY93 = 28.2 (25.0)																																					
GRAND TOTAL	FY93 = 52.9 (46.0)																																					

Congressional Special Interest Fluids

(Assume Continuing Level of Effort) in FY95 (No inflation)

FY95 = 3.4

FY95 = 1.3

FY95 = 1.5

FY95 = 0.5

FY95 = 0.6

FY95 = 0.7

FY95 = 0.4

FY95 = 0.3

FY95 = 0.4



Other

<u>Item</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
Army Test Bed	(1.0)	1.0	1.0
Navy Test Bed	(1.0)	1.0	1.0
DOD IWSDB	(3.0)	3.0	3.0
VHDL	(1.5)	1.5	1.5
SE / CM Training	(0.2)	0.2	0.2
DMMF	(0.1)	0.1	0.1
JCAL S Migration	(2.0)	2.0	2.0
EDI / CALS (DLA)	(0.7)	0.7	0.7
JEDMICS FRD	<u>(0.6)</u>	<u>0.6</u>	<u>0.6</u>
TOTAL =	(10.1)	10.1	10.1

Implementing CALS for the Air Force and DOD

JLSC/DBOF TASK	IDS	CY93												CY94												CY95																		
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
Contract Services																																												
Support		FY93 = 2.0																																										
Technology																																												
Methodology																																												
Requirements																																												
Training																																												
Hardware																																												
ALF		FY93 = 1.5																																										
JCAL S		FY93 = 0.5																																										
Software																																												
ALF		FY93 = 0.5																																										
JCAL S		FY93 = 0.3																																										
IDS TOTAL		FY93 = 14.8																																										
		FY94 = 10.0 (■)																																										
		FY95 = 22.3																																										

Other Task	CY93												CY94												CY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
CDSO (Maxima)*																																											
IDS																																											
Aperture Cards																																											
AFTB (Sp Proj & Equip)																																											
Paperless Acquisition																																											
Admin (ITC)																																											
Signal Hill Lease (IMS)																																											
TDY																																											
Pgm Ofc O&M																																											
Contract Carry Over																																											
CSRC Carry Over																																											
Other																																											
TOTAL																																											

* NOTE: May use FY93 dollars for other FY93 reqmts (i.e., TMSS, EDSS, CSRCs, etc) since FY92 funds covered CDSO efforts in FY93 plus a couple days in FY92.

OPTION A

FUNDING PROVIDED WITH TASK	CY93												CY94												CY95													
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		
Picatinny (Army)	FY93	=	0.25										FY94	=	0.42											FY95	=	0.419										
Lobbyhanna (Army)	FY93	=	0.25										FY94	=	0.42											FY95	=	0.419										
ICAILS Supt (Army)	FY93	=	0.25										FY94	=	0.42											FY95	=	0.419										
CAD II (Navy)	FY93	=	0.25										FY94	=	0.42											FY95	=	0.419										
BCL (DMAMRI) (DBORF)	FY93	=	3.0										TOTAL	FY93	=	3.419										TOTAL	FY93	=	3.419									



Option A Program Disconnects

(Funding Available¹ / Programmed² Versus Required (\$M))

<u>Prog Element</u>	<u>Appropriation</u>	<u>FY93¹</u>	<u>FY94²</u>	<u>FY95²</u>	<u>TOTAL</u>
DBOF		14.800	19.000	22.300	56.100
78012F*	3400	37.000	0.000	0.000	37.000
	3080	9.000	0.000	0.000	9.000
	3600	0.000	0.000	0.000	0.000
	3600	1.283	1.352	1.277	3.912
64740F	3600	3.000	2.560	2.720	8.280
78070F	3400	1.376	1.376	1.376	4.128
78065F	3400	0.373	0.373	0.373	1.119
72898F	3400	0.030	0.030	0.030	0.090
60373D**	3600	<u>1.200</u>	<u>1.200</u>	<u>1.200</u>	<u>3.600</u>
Total Programmed		68.062	25.891	29.276	123.229
Total Required		68.062	36.000	78.300	182.362
Delta (Disconnect)		0.000	- 10.109	- 49.024	- 59.133

* Congressional Special Interest
** Availability is still questionable

Implementing CALS for the Air Force and DOD



Option A¹

Variation of Option A that deletes
support to "other contracts" in FY94

Congressional Special Interest Task	FY93												FY94												FY95											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S												
CSRCS																																				
Johnstown, PA	FY93 = 6.1																																			
Palestine, TX	FY93 = 2.2																																			
Orange, TX	FY93 = 3.1																																			
FairFax, VA	FY93 = 3.1																																			
San Antonio, TX	FY93 = 3.1																																			
Dayton, OH	FY93 = 3.1																																			
Cleveland, OH	FY93 = 3.1																																			
Sub Total	FY93 = 23.8																																			
New Start (Deep South)																																				
New Start (West Coast)																																				
New Start (North West)																																				
Sub Total	FY93 = 0.0																																			
CSRCC Total	FY93 = 23.8 (2.0)																																			

Congressional Special Interest Task	FY93												FY94												FY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
CONTRACTED EFFORTS																																											
ENC/TECH SUPT (RJO)	FY93 = 5.0 (0)																																										
TMSS (RJO)	FY93 = 2.0 (0.9)																																										
CALS STRATEGY (RJO)	FY93 = (0.5)																																										
CSRC DEV'T (INET/LOGTEC)	FY93 = 1.7 (0.5)																																										
CTN SUPT (INET)	FY93 = (0.5)																																										
PGM SUPT (LOGTEC - sub to INET)	FY93 = 0.7 (0.6)																																										
AFTB SUPT (CENTECHII)	FY93 = 0.9 (0.6)																																										
AFTB SUPT (SAIC)	FY93 = 0.9 (0.4)																																										
LINL	FY93 = (1.0)																																										
START-UP PROJECTS	FY93 = (3.0)																																										
ADMIN (ITC)	FY93 = (0.3)																																										
SIGNAL HILL LEASE (IMS)	FY93 = (0.8) 0.4																																										
TDY	FY93 = (0.4)																																										
PGM OFC O&M	FY93 = (0.4)																																										
OTHER	FY93 = (10.1)																																										
CONTRACT TOTAL	FY93 = 28.2 (25.1)																																										
GRAND TOTAL	FY93 = \$2.0 (46.1)																																										



Other

<u>Item</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
Army Test Bed	(1.0)	0.0	1.0
Navy Test Bed	(1.0)	0.0	1.0
DOD IWSDB	(3.0)	0.0	3.0
VHDL	(1.5)	0.0	1.5
SE / CM Training	(0.2)	0.0	0.2
DMMF	(0.1)	0.0	0.1
JCALS Migration	(2.0)	0.0	2.0
EDI / CALS (DLA)	(0.7)	0.0	0.7
JEDMICS FD	(0.6)	<u>0.0</u>	<u>0.6</u>
TOTAL	=	(10.1)	10.1

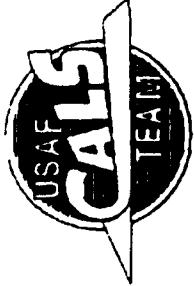
Implementing CALS for the Air Force and DOD

Other Task	CY93												CY94												CY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
CDSO (Maxima)*																																											
IDS																																											
Aperture Cards																																											
AFITB (Sp Proj & Equip)																																											
Paperless Acquisition																																											
Admin (ITC)																																											
Signal Hill Lease (IMS)																																											
TDY																																											
Prog Ofc O&M																																											
Contract Carry Over																																											
CSRC Carry Over																																											
Other																																											
TOTAL																																											

* NOTE: May use FY93 dollars for other FY93 reqmts (i.e., TMSS, EDSS, CSRCs, etc) since FY92 funds covered CDSO efforts in FY93 plus a couple days in FY92.

OPTION A

FUNDING PROVIDED WITH TASK	FY93												FY94												FY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
Picatinny (Army)	FY93 = 0.25												FY94 = 0.02												FY95 = 3.41y																		
Iobyhanna (Army)	FY93 = 0.25												FY94 = 0.02												FY95 = 3.41y																		
ICALS Supt (Army)																																											
CAD II (Navy)																																											
BCL (DOMAMTI) (DBOF)																																											
TOTAL																																											



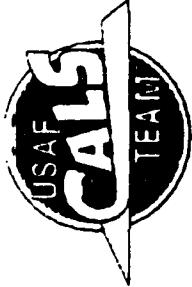
Option A¹ Program Disconnects

(Funding Available¹ / Programmed² Versus Required (\$M))

<u>Prog Element</u>	<u>Appropriation</u>	<u>FY93</u>	<u>FY94²</u>	<u>FY95²</u>	<u>TOTAL</u>
DBOF	14.800	19.000	22.300	56.100	
78012F*	3400	37.000	0.000	0.000	37.000
	3080	9.000	0.000	0.000	9.000
	3600	0.000	0.000	0.000	0.000
	3600	1.283	1.352	1.277	3.912
64740F	3600	3.000	2.560	2.720	8.280
78070F	3400	1.376	1.376	1.376	4.128
78065F	3400	0.373	0.373	0.373	1.119
72898F	3400	0.030	0.030	0.030	0.090
60373D**	3600	<u>1.200</u>	<u>1.200</u>	<u>1.200</u>	<u>3.600</u>
Total Programmed		68.062	25.891	29.276	123.229
Total Required		68.062	25.891	78.300	172.253
Delta (Disconnect)		0.000	0.000	- 49.024	- 49.024

* Congressional Special Interest
** Availability is still questionable

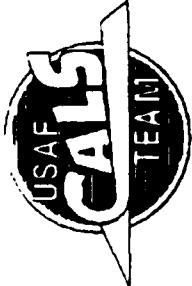
Implementing CALS for the Air Force and DOD



Considerations

- Political
- Programmatic
- Financial
- Contractual
- Other

Implementing CALS for the Air Force and DOD



Political Considerations

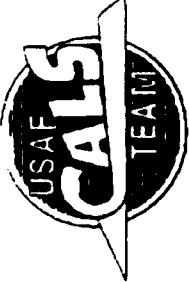
- We must obligate all FY93 congressional special interest funds if we expect to receive continued support in the future with Air Force budget requests

Implementing CALS for the Air Force and DOD



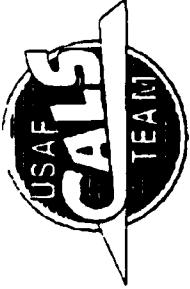
CALS DOD Budget Language

- Conference committee language
 - Provides continued operation of Johnstown and Palestine
 - Establishment of new CSRCs as called out
 - This program falls under management auspices of OSD / P&L
 - No additional CSRCs, other than those identified, may be established in FY93
 - Full funding must be established for FY94 and outyears in budget requests
- Language is intended to provide for operation of CALS Program Office and initiatives as well as CSRCs
 - Confirmed verbally from HAC Defense Sub-committee staffer
 - Conference committee agreed to chairman's desires and this interpretation
 - Legislative liaison should check with HAC Defense



Programmatic Considerations

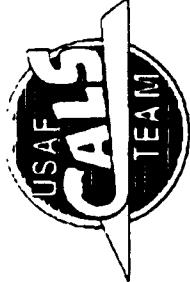
- Have we scoped the program properly?
- Do we have enough management reserve?
- Which areas should be emphasized more in the future? (i.e., education and training, EDSS, etc)
- Will we have the support of the key organizations that help implement this strategy? (i.e., legal, contracting, financial, policy, etc)
- Should we pursue getting FY94 local reprogramming first, then use this as our fall-back position? (This could waste valuable leadtime.)
- How do we ensure top-level support for this plan?
 - Will a proposed re-organization of HQ AFMPC affect the proposed strategy?
 - How will we interface with JLSC and OSD (DCE)? What will their roles be?
- What DOD IG or AFMPC IG findings can we fix also when we implement this strategy?
- What do we do if FY95 sources are not found? (How does our priority rank with other Air Force programs?)



CSRC Programmatic Considerations

- No West Coast or Deep South CSRC until Spring 1995
- If CRA is not applicable, all seven CSRCs go uncovered beginning 30 Sep 94
- Support staff within CSRC Project Office will also go unfunded 30 Sep 94
- No funding in FY94 could cause problems for Acquisition Strategy Panel approval

Implementing CALS for the Air Force and DOD



Financial Considerations

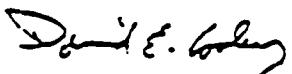
- What color money best suits our future needs? (3600, 3400, 3080, etc)
- Should we request a new PE or use the existing PE 78012F? (What is the criteria for a new PE?) (See PE 63104 for example.)
- Can we be creative with FY93 funds and swap (or use) DBOF (no color, no time limit) for T&M tasks to cross FY boundaries, etc?
- How can we maximize the use of our FY93 funds
 - 3400 = 1 yr
 - 3080 = 3 yr
 - 3600 = 2 yr
 - DBOF = No limit?
- Who will provide us with the FY93 money? When will we get it?
What do we need for justification? Will JLSC be involved?
- Can we count on CRA in FY95?
- What are the implications of FY94 = 0 in our PE? (Will we be considered a new start?)

Memo For FMBMS (OBAN 475A)

23 Nov 92

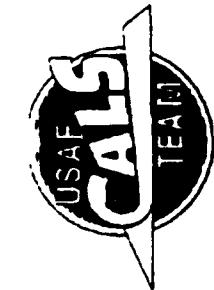
SUBJECT: FY93 CALS Funding

1. Revision #3 to your FY93 bogey is reduced by \$37,000,000. This change is effective in November, 1992. The effective change is to program element 78070F and element of expense 592ZC.
2. Funding is pulled back by the Office of the Secretary of Defense (OSD) and is pooled under the Joint Logistics Systems Center (JLSC) Computer-aided Acquisition and Logistics System (CALS) program. Funding will be allocated through JLSC for individually approved projects.
3. Notify the CALS program office within HQ AFMC/ENC to stop processing purchase requests using AFMC resources. All purchase requests citing AFMC FY93 funding must be changed to a JLSC source of funds as either direct cite or reimbursement. The AFMC CALS program office should be advised to forward all contract purchase requests through the JLSC. //
4. The CALS funding change was received from SAF/FMBO via telecon on 23 Nov 92.



DAVID E. COOLEY
BUDGET ANALYST
HQ AFMC/FMBOO

cc: FMBOO (J.Arnott)



Initiate New PE for CALS Program Office

PRO

- CALS Program Office has total control of funds--more likely to get funds you program in POM (except for taxes by higher HQs)

CON

- New PE could be viewed as "new start" in Air Force PPBS
 - If viewed as "new start," higher HQs may not have authority to obligate funds during CRA (4-5 mos)
- This could cripple the contracted efforts in the early part of the first fiscal year (FY95)



Continue Existing PE for CALS Program Office

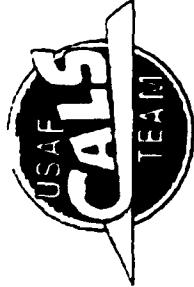
PRO

- FY95 requirements can be "fixed" during the upcoming A-BES as a disconnect, without being considered "new start"

CON

- Risk is that CALS monies are not 100% "fenced" monies can be diverted for other higher priority projects in the program element if a need arises

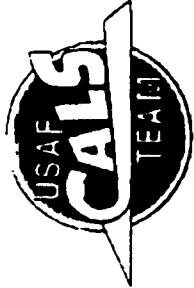
- The program will have funds available early in the fiscal Year through continuing resolution authority (CRA) because the program is not considered a new start



Contractual Considerations

- Do we have enough people to do all the required source selections and contracting? Where do we get help?
- Will we continue to depend on Bldg 1 support? We need them to appreciate the urgency of our contracting needs.
- Will JLSC contracting be available to help?
- What types of contract vehicles best meet our needs? (T&M for flexibility, FFP for cost control, etc)
- How can we minimize contractual actions in the future? (Use priced options, for example)
- How do we minimize the risks associated with starting new contracts at start of FY95 during CRA? (Do we need short 4 - 5 months options? Non severability statements required?, etc?)
- Should we develop contracts to span mid-year after FY95? (After our FY94 crisis is over?)
- Will we be considered FIP program / resources? Will a DPA be required?
- Can we obligate DBOF funds during CRA, then swap to our other funding sources (deobligate, then obligate) after these other funds arrive?
- What acquisition strategy panels have to be satisfied with our strategies?
- Any new FAR, DFAR rules / regulations?

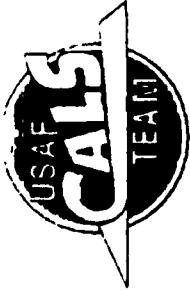
Implementing CALS for the Air Force and DOD



Planned CSRC Acquisition Schedule

<u>EVENT</u>	<u>SCHEDULE</u>
Sources Sought Synopsis	12 Nov 92
First Cut SOW	15 Nov 92
Legal Review--Non FIP Resources	23 Nov 92
Acquisition Plan	31 Dec 92
• Major Milestones	
• S. S. Plan & S. S. Criteria	
• Award Fee Criteria	
• Acquisition Strategy Panel	
• Acquisition Plan Approval	
Synopsis	15 Jan 93
RFP Developed	18 Jan 93
Solicitation Evaluation Panel	29 Jan 93
Issue RFP	12 Feb 93
Receipt of Proposals	26 Feb 93
Source Selection	16 Apr 93
Contract Award	13 Aug 93
	27 Aug 93

Implementing CALS for the Air Force and DOD

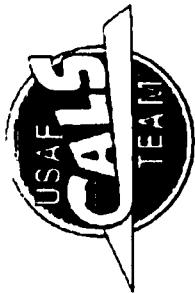


Other Considerations

- Can we obtain FY94 local reprogramming?
- Can we convince congress to provide FY94 special interest funds (one more year) while we budget for FY95 and out in the Air Force line?

1.1.1.1

BACKUP



	CY93												CY94												CY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
Original Contract Schedule (Successive 1yr efforts)																																											
Split FY94 Effort into 2 Separate Parts																																											
Extend FY93 Effort to End of FY94																																											
Accelerate FY95 Contract Award to Beginning of FY95 (Also Accelerate End of FY95 Effort to End of FY95)																																											

FY93 CONTRACT FUNDING = A
FY94 CONTRACT FUNDING = B
FY95 CONTRACT FUNDING = C

FY93 CONTRACT FUNDING = A
FY94 CONTRACT FUNDING = B
FY95 CONTRACT FUNDING = C

FY93 CONTRACT FUNDING = (A + B)
FY94 CONTRACT FUNDING = B
FY95 CONTRACT FUNDING = C

TASK	CY93												CY94												CY95																		
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
CSRCs																																											
OLD WAY - ORIGINALLY Congressional Special Interest ... NO CRA)																																											
Johnstown	CA																																										
Palestine																																											
Orange																																											
etc...																																											
CSRCs																																											
NEW WAY - CURRENTLY (A.R. Budget Line Item)	CA																																										
Johnstown																																											
Palestine																																											
Orange																																											
etc...																																											

- NOTES:
- 1) Since FY94\$ = 0, we need assurance that FY95 will not be viewed as "new start" (Suggesting PE78012F rather than brand new PE) --- we need CRA in 95!!
 - 2) Contracts will be written for 3 years with priced options for each year
 - 3) Use FY93 funds for FY93 & 94 requirements
 - 4) Must program FY95 requirements in FY95 A-BES (Spring of 93)

ATTACHMENT 7

CALS Program Office
HQ AFMC/ENC
Wright-Patterson AFB, OH 45433-6503

ENC Operating Instruction 172-1
18 Feb 93

Financial

Business Management Board(BMB)

This operating instruction (OI) establishes policies, composition, and procedures of the Business Management Board (BMB).

1. General: The provisions of this OI apply to all personnel assigned to and collocated with HQ AFMC/ENC.

2. Policy: The BMB is the forum for the AF CALS Program Office business strategies, policy, and financial decision making.

3. Composition:

a. The BMB will be chaired by the Program Director with the Business Manager as the alternate chairman. Division Chiefs will be permanent members with the Business Management Division serving as secretariat.

b. Other SPO personnel may attend as necessary to discuss or present specific business items.

4. Procedures:

a. The BMB will meet once a quarter, or as convened by the BMB chairman or alternate chairman. The goal is to schedule the BMB following the quarterly ENC internal program reviews. A minimum of 3 of 4 Program Directors and Division Chiefs must be present. The Business Management Division will coordinate location and time of meeting.

b. The Business Management Division will publish an agenda no later than the preceding Friday before scheduled meetings. Agenda inputs are due to the Business Management Division one week prior to the scheduled BMB meeting.

c. The first segment of the meeting will be devoted to reviewing "old business". The areas to be covered include Congressional tracking, funds status, OSD/JLSC/Air Staff/HQ AFMC funding exercises, obligation/expenditure rates, contracts status, and current program requirements prioritization.

No. of printed pages: 2

OPR: HQ AFMC/ENC

Approved by: Tom V. Virgallito

Writer-Editor: Gregory J. Schoettmer

DISTRIBUTION: "F" (All Divisions)

d. The second half of the meeting will address "new business". New or changed requirements will be presented, reviewed, and discussed. The action officer for a new or changed requirement will brief the BMB outlining need, impact, cost, and schedule.

e. The Business Management Division will publish the meeting minutes and distribute to all members and participants.

OFFICIAL



Tom V. Virgallito
Director for CALS and Tech Info
DCS/Engineering for CALS and Tech Mgt

ATTACHMENT 8

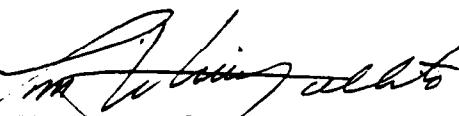
Radcliffe

Task Control Board Charter for the AFCPO

A Task Control Board (TCB) is hereby established as a function of the AFCPO. The objectives of the TCB are to maximize resource utilization and ensure that *all work* initiated within this organization is within contract scope and has the approval of senior management. The Program Director or Technical Director will serve as Board Chairperson. Division Managers will sit on the Board and attend all reviews. Temporary technical advisors will be appointed by the Chairperson as tasks and projects are submitted for review and approval.

The review mechanism for tasks and projects will begin with submission of an action request to the Division Chief. The request will be logged and distributed to Board members for review. The Task Control Board will convene within five working days of action request submittal and will report comments and recommendations on a TCB Review Form to be distributed to the requestor. Final approval/disapproval rests solely with the TCB Chairperson.

Program Managers are responsible for briefing their projects. A few charts should suffice per activity. An introductory chart that describes contract, contract number, task name, and overall cost and schedule data should lead off the briefing. Then a discussion of technical comments and concerns should be addressed. Finally, a Program Manager's recommendation and rationale should conclude the briefing. This procedure is required for all changes in technical scope, new activities, and equipment purchases over \$10K. This instruction applies to *all* actions regardless of the source of the requirement. This directive is in effect immediately.


TOM V. VIRGALLITO
Chief, CALS Program Office

ATTACHMENT 9

FY93 / FY94 FUNDING REQUIREMENTS

